Guidelines for „IWiL“

What is mentoring?

The core element of mentoring is the direct interaction between mentor and mentee. A learning individual (mentee) shall receive guidance and advice within the framework of this relationship. The mentors assure the mentees of their support for an agreed period of time in order to assist them in making decisions and to accompany them on their way.

Mentoring is based on the informal transfer of experience and knowledge and the mentee's individual support by an experienced professional and/or by a leadership personality (mentor).

Mentoring supports professional and personal development.

Characteristics of mentoring

- Mentoring takes place outside dependent relationships and without authority to issue directives.
- The mentoring's duration is limited in time (12 months). During this period there is a regular exchange between mentor and mentee.
- Mentoring is a two-way process of giving and taking that benefits both sides.
- The conditions for mentoring are voluntariness, mutual goodwill, respect and trust.
- Mentoring is not and cannot replace professional advice.

Contents of mentoring

- Personal development and growth
- Personal strengths and areas of development
- Short- and medium-term career advancement
- Development of leadership skills
- Career goals and career planning

What roles do mentors play?

The mentor can take on the following functions:

- Role model function: Mentors are role models for the mentees.
- Mentors serve as advisors and assist mentees in difficult situations.
- Career or professional support: Mentors provide the mentees with direct support for their careers. As discussion partners, they provide feedback on ideas, views and achievements.
- They serve as advisors and knowledge mediators.
- Exercise partners…

The more of these functions a mentor assumes, the greater the benefit for the mentee. However, the time frame of the mentoring must be compatible with the other obligations of the mentor.

Initiative
Women into Leadership

The Mentoring Process

Phases of mentoring

Like any other relationship, the relationship between mentor and mentee passes different phases:

Each of the four phases focuses on different topics:

Phase	Central topic
Initiation	Getting to know each other, development of trust, setting of goals
Cultivation	Working together on specific topics and questions
Detachment	Joint preparations to end the mentoring relationship, completion of the last topics
Redefinition	After termination of mentoring: separation or transformation of the relationship

In order to be able to work sensibly together in mentoring, it is necessary to consider the current phase of the relationship.
Therefore, the beginning of mentoring is not suitable for working on concrete problems or topics. First, the conditions for working together should be defined. Mentors take on career-related functions only in the course of the mentoring process. The duration of the individual phases varies greatly and depends on both respective parties. Some people immediately establish a trustworthy relationship with each other, while others have to work on it first.
How long an individual phase lasts is determined by the cooperation of the mentor and the mentee.

Learning and change in the mentoring process

When a person undergoes significant change, they usually need five things to adapt successfully:

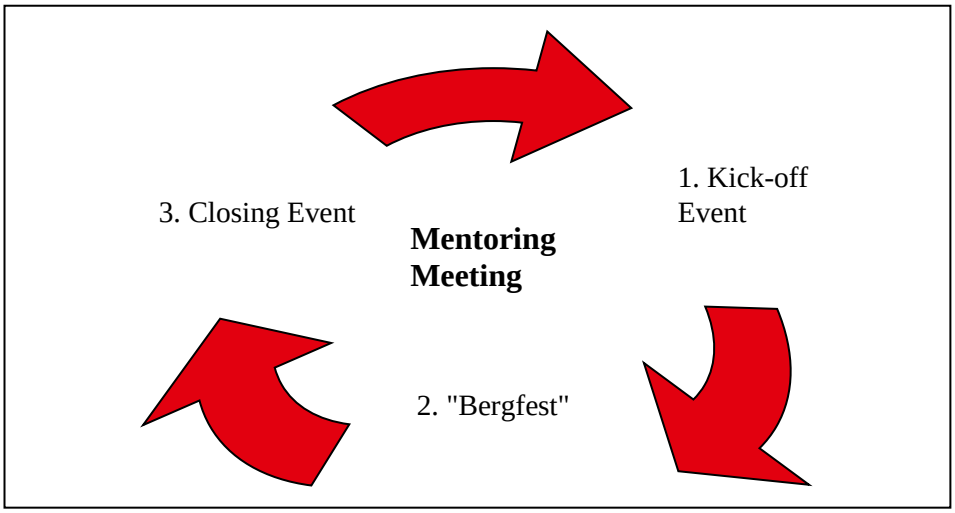
1. A general idea of how the person herself and the things around her will be like when she has successfully changed.
2. Time to embrace the new vision.
3. Time to adjust behavior patterns.
4. Strategies to deal with the stress that occurs with the change.
5. Time to think about the meaning of change and to internalize and embrace it.

This process takes time. Only when one has dealt with what the change entails, one is ready to take the first steps.

Mentors must have patience for their mentees.

IWiL: Cross-Mentoring program for women at top level

IWiL supports the mentoring process with three fringe events:



At the mentoring's beginning, mentors and mentees are introduced to each other and to the principles of mentoring at a Kick-off Event. The mentees meet their 2-3 previously named mentors of choice for a first personal interview. Afterwards the mentors select their mentees, whereby the final allocation is made by IWiL.

The mentoring tandems' meetings will begin on 1 March. The first meeting will be arranged by the project coordinator. From the second meeting on, the mentoring teams will independently agree on the content, time periods, location and duration of the meetings, with at least one meeting per quarter. The project coordinator must be informed about place and time of the planned meetings.

Catering costs incurring during the meetings are generally borne by the member companies and/or the mentees.

About halfway through the mentoring process there is a "Bergfest" to which all mentors and mentees are cordially invited. In addition to a guest's keynote speech, there will also be the opportunity to exchange ideas with other mentoring teams and answer questions arising during the mentoring process.

The IWiL program officially ends at the Closing-Event with a review of the results and the course of the mentoring. In order to ensure the quality of IWiL, the mentoring teams are also asked to give feedback to the organizers.

These supporting events offer mentors and mentees the opportunity to establish networks beyond their own tandem.

Mentoring meetings

Key points of the mentoring meetings	
Period of time	12 months
Frequency of meetings	At least once per quarter
Duration of a mentoring meeting	2 to 3 hours
Which other media can be used?	• Telephone • Skype • E-mail
What can be done?	• *Shadowing* The mentee can accompany the mentor during appointments, discussions and meetings and afterwards talk about what has been observed. • *Projects* Mentors can include mentees in their projects or part of their projects. They can discuss questions, develop possible solutions and exchange ideas. • *Networking* Mentors can inform their mentees about interesting events or take them with them. • *Role play* New behaviors can be tried out together in role plays.

Requirements for mentees

A mentoring partnership consists of two people who want to achieve something together. This is why we place high demands on both our mentors and our mentees. Mentoring is only successful if mentees and mentors get actively involved in the process. Our mentees are responsible for the following points:

Defining goals	• The mentees draw up a mentoring contract (based on an IWiL template) with their respective mentors. Part of the contract is the definition of the mentoring's goals.
Active participation	Mentees ensure • that appointments are made together with their mentors and proactively inform the IWiL project coordination about these appointments, • to maintain contact with the mentors, • to suggest topics for mentoring meetings, • to call if they want to discuss any current issues and • to prepare for the meetings by considering topics in advance and setting goals for the meetings.
Realization	• Mentees implement what has been worked out together and give feedback on what has happened.
Willingness to learn	• Mentees are open to trying out new things, making mistakes and discussing them. • They are open to feedback, suggestions and constructive criticism.
Willingness to discuss	• Mentees are open to discussing issues, expressing their own opinions, and openly communicating when things are not going their way.
Personal responsibility	• Mentees should ultimately decide for themselves which proposals they want to implement, which suit them and their way of life.
Timeliness	• Once dates have been agreed on, they must be adhered to. Short-term cancellations should only be made for genuinely important reasons (e.g. illness, force majeure, etc.). Failure to meet deadlines can lead to an impression of a lack of interest or a lack of appreciation for the program, which could damage the mentoring relationship.

Requirements for mentors

Our mentors ensure the following points:

Voluntariness	•	All our mentors volunteer to become mentors and underline this by actively joining IWiL as personal members.
Equal exchange	•	Mentors consider the mentees to be competent and independent personalities with whom they can exchange ideas at eye level.
Empathy	•	Mentors are able to empathize with their mentees' work and life situations.
Conflict management	•	The mentors can deal with different approaches and different opinions.
Reflectivity	•	Mentors encourage mentees to reflect on their respective professional situation.
Self-criticism and open-mindedness	•	Mentors are self-critical and open to new perspectives and suggestions from their mentees.
Adherence to schedules	•	Once agreed dates must be met. Short-term cancellations should only be made for genuinely important reasons (e.g. illness, force majeure, etc.). Failure to meet dates can lead to an impression of a lack of interest or a lack of appreciation for the program, which could damage the mentoring relationship.

The end of mentoring & when cooperation does not work...

Mentoring relationships at IWiL are limited to a period of 12 months. Because of the fixed period, the mentoring team is encouraged to work together purposefully. The aim is for the mentee to be able to go her own way more easily later and not to become dependent on her mentor.

The official ending:
Every good mentoring is characterized by an official termination of the mentoring relationship.

The official end of the mentoring relationship should be used to take stock:

- Was the mentoring relationship successful?
- Have the expectations of the participants been met?
- Are there any open points or questions?

After the mentoring:

It is possible that mentors and mentees want to continue the mentoring relationship informally.

When interest decreases:

If either parties interest in mentoring ends, the mentoring relationship should be terminated. Signs of declining interest include:

- No more meetings can be agreed upon
- There are conversations about unimportant matters
- Only past experiences are addressed and
- No new results are documented

In this case it is better to maintain occasional contact in order to be able to exchange information from time to time.

Premature end:
If no relationship between a mentor and a mentee can be established, it is better to terminate the mentoring partnership. However, a mentoring relationship should never be terminated rashly.
Try to find a common way first. Mentoring is characterized by the fact that it is a professional relationship. While this can be supported by a friendly interaction, the mentoring also works very well if it remains purely objective.
Should there be problems between mentor and mentee on a regular basis, the project coordinator of IWiL will be happy to act as a neutral contact person.